



Roleplaying in Business and Industry. by Raymond J. Corsini; Malcolm E. Shaw; Robert R. Blake

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The Journal of Business, Vol. 35, No. 1 (Jan., 1962), p. 80

Published by: [The University of Chicago Press](#)

Stable URL: <http://www.jstor.org/stable/2351085>

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limitation of the scope of the book; or to Heard's desire to keep the book accessible to the general public, in view of his sense of the urgency of increased general understanding in this area. One must, of course, respect the placing of human boundaries around so massive and intelligently wrought and so impressively new an object. If not, then, the definitive hammering out of all the issues connected with campaign money and the political process, this book will certainly serve the profession as a full source of materials for deeper processing. One's disappointment is only that with such richness of materials unearthed, one is impatient that they are not already coined as well for immediate passage from hand to hand.

JEROME ROTHENBERG

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Roleplaying in Business and Industry. By RAYMOND J. CORSINI, MALCOLM E. SHAW, and ROBERT R. BLAKE. Glencoe, Ill.: Free Press, 1961. Pp. ix+246. \$6.00.

In the reviewer's opinion this is the best book on role-playing available today for the practitioner. There are four main sections. The first, written by Blake, contains a short history and a discussion of the theory related to role-playing. It includes an excellent review of the literature, well integrated into a frame of reference that can be used to understand role-playing.

The second section, written by Corsini, deals with how to prepare and direct role-playing as well as some very helpful techniques to make role-playing effective. The third section, written by Shaw, discusses various types of applications such as training, giving information, and testing. There is a chapter on spontaneity training which is an excellent preliminary introduction to laboratory education; a natural next step.

The reader will also find a section of cases, a glossary of terms, and an excellent annotated bibliography.

The book is well written and the three contributions well integrated. It is full of excellent examples. Most important, perhaps, is that it introduces role-playing as it should be; as a result of, and at times as a contributor to, behavioral science theory and research.

I recommend the book to all practitioners. To researchers it may serve as a model to guide them in translating other techniques developed

from research so that the practitioners can appreciate their theoretical routes as well as their practical values.

CHRIS ARGYRIS

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Men, Money and Motivation. By ARCH PATTON. New York: McGraw-Hill Book Co., 1961. Pp. x+233. \$7.50.

This is a welcome addition to executive compensation literature. Written by one who could be called the dean of executive compensation, the book represents an analysis of years of experience in attacking problems of compensating executives. Answers are provided to many of the most pressing questions. These answers are at least workable until further research provides final ones.

Patton's purpose is to show how and why to build individual incentive values into executive compensation. His basic thesis is: "A soundly conceived and administered compensation program is an instrument that unifies and provides focus for the various needs of the business. It is not as money that compensation makes its major contribution but as a sort of 'all purpose' motivation that has widely varying shades of incentive value to different people" (p. 230).

Patton's "theory" of executive compensation is: The compensation structure should attract and motivate men having characteristics necessary to succeed in a *particular* industry and take into account the functional key to success in the industry. It should motivate executives to seek greater responsibility. It should be sufficiently flexible to accommodate variation in individual capacity. A corollary is that company profits are maximized by paying above-average compensation to executives and holding them accountable for producing above-average results.

Patton's contributions to modern-day management salary surveys and to measures of adequacy of management compensation (his proportion management concept) are well known to readers of management literature. The book provides a rationale for the better compensation practice by analyzing such practice in terms of his avowed purpose. Many valuable suggestions are made for administering and controlling compensation programs. The analysis emphasizes the anomalies in many current programs and logical and workable solutions to executive compensation questions.